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Co-creation within the context of a telecommunication brand: Is Yorn perceived as a co-creating brand and what should Yorn do to enhance co-creation?

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Co-creation within the context of a telecommunication brand: Is Yorn perceived as a co-creating brand and what should Yorn do to enhance co-creation?

Abstract Co-creation has been a subject of extensive research since the early 2000s. This new paradigm conceptualizes the customer as an integral part of the value creation process. However, researchers struggle to define a universal definition. As a starting point for this research, we define co-creation as "joint collaborative activities by parties involved in direct interactions, aiming to contribute to the value that emerges for one or both parties" (Grönroos, 2012, p.1523). The purpose of this Work Project was to understand how co-creation is being developed within the context of the telecommunication brand Yorn and what Yorn should do to enhance co-creation. Two studies were developed based on qualitative in-depth interviews, one with brand engaged consumers and the other with Yorn managers. The research demonstrates that Yorn cannot be considered a co-creating brand, nevertheless, the brand is able to develop this approach to the market. Therefore, based on insights retrieved from this Work Project, we leave some recommendations that may assist Yorn managers in evolving from co-creation of experience to co-creation of value.

Keywords: Co-creation of Value; Co-creation of Experience; Yorn; Telecommunications

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1. INTRODUCTION

Co-creation emerged as an important area of study at the beginning of the 21st century (Vargo & Lusch, 2004; Prahalads & Ramaswamy, 2004; Grönroos, 2008). This paradigm arises in response to a constantly changing world, where customers are more demanding than ever and companies are shifting away from a traditional company-centric to a customer-centric view (Prahalad & Ramaswamy, 2004b). The co-creation paradigm conceptualizes the customer as an integral part of the value creation process. Several approaches to co-creation have been developed, each of them using a slightly different perspective on the roles of both company and customers in the value creation process. Despite all of them having the same understanding that companies and customers should collaborate to co-create value for both sides, researchers struggle to define a universal definition. As a starting point for this research, we define co-creation as "joint collaborative activities by parties involved in direct interactions, aiming to contribute to the value that emerges for one or both parties" (Grönroos, 2012, p.1523).

I am currently working at Yorn, a telecommunication brand created in 2000 by Vodafone Portugal, fully dedicated to the youth segment. As part of Yorn's marketing department, I am responsible for validation of new customers, approval of social media content, dealing with customers' complaints, updating promotional campaigns, and giving support to branding events. I have chosen to study how co-creation has been developed at Yorn given I am working there and, consequently, I have access to information that can enrich this study.

Regarding the telecommunications industry, specifically in the youth segment, there is a known relationship of "dependence" in this segment with the mobile phones. Young people can no longer live without their mobile phones, which generates a strong emotional involvement between consumers and the telecommunication brands. Hence, the choice of the mobile equipment as well as the mobile service provider are choices that impact status, identity and sense of belonging. As a result, mobile service providers' brands operate in a context in which it makes sense to study the co-creation phenomenon.

The overall purpose of this dissertation is to understand if Yorn is co-creating with consumers and what Yorn should do to enhance co-creation. A qualitative study, based on primary data collection has been conducted, investigating Yorn from both the perspectives of managers and consumers. The final goal is to understand how co-creation is being developed within the context of Yorn by analysing the relationship between consumers, who are engaged with the brand, and the managers, who have the power to impact this relationship.

2. CONTEXTUAL BACKGROUND

In order to ground this research, several concepts and topics need to be analysed. In this section the theoretical background of this Work Project is presented. It starts with key approaches to co-creation, followed by the study of co-creation in the telecommunication sector, a brief presentation of Yorn, and the description of consumer engagement initiatives at Yorn.

2.1. Co-creation

Co-creation has been widely researched since the early 2000s, with a new paradigm emerging that allows the creation of value through interactions between customers and companies. This represents a transformation in the organizations, as the producer is no longer considered the value creator. In other words, a collaborative process between supplier and customer for the development of new opportunities is conceptualized. Scholars have developed different approaches and theoretical perspectives of co-creation in the marketing literature. Among these, three research paradigms have specifically contributed to the basis of co-creation:

a) The **service-dominant logic** (SD) developed by Vargo & Lusch (Vargo & Lusch, 2004). This approach is "a mindset, a lens through which to look at social and economic exchange phenomena so they can potentially be seen more clearly" (Vargo & Lusch, 2008, p.9).

According to this approach, it is crucial to differentiate two meanings of value: value-in-exchange and value-in-use (Vargo & Lusch, 2008). Value-in-exchange occurs when value is created by the provider and essentially through exchange of goods/services for money. Whereas value-in-use claims that value can be generated in the customer's domain during the usage process. Vargo & Lusch define the notion of value through value-in-use, i.e. a result of a combined activity between the provider and the consumer (Vargo & Lusch, 2006). Hence, Vargo and Lusch state that "A service-centered dominant logic implies that value is defined by and cocreated with the consumer rather than embedded in output" (Vargo & Lusch, 2004, p.6). Following this logic, both company and consumers have interest in this creation of value. On one side, the company is seen as the producer of inputs for the consumers' process of value creation. On the other side, consumers want to collaborate to develop the offers' value, acting as service beneficiaries and resource integrators.

b) A second paradigm in the co-creation literature is the **value co-creation approach** developed by Prahalad & Ramaswamy (Prahalad & Ramaswamy, 2004). In this, customers should be considered co-creators in the value creation process as opposed to simple recipients of offerings (Ramaswamy & Ozcan, 2016). Therefore, value arises from personalized experience for the customer and for the company from ongoing revenue, knowledge and enhanced performance. Prahalad & Ramaswamy differentiate co-creation of experience and co-creation of value (Prahalad & Ramaswamy, 2004b). The first occurs when the consumer is engaged with the company, being the engagement company-driven, and focuses on involving consumers with the company's offerings. The second determines that consumers and companies are engaged in a reciprocal dialogue to create value for both parties (Prahalad & Ramaswamy, 2004c). Ramaswamy defends that engagement is the means that enables value creation. Value co-creation needs to be generated in a collaborative, dynamic, and contextual environment prone to create interactions. These, supported by engagement, facilitate the creation of mutual value through productive and meaningful experiences (Ramaswamy, 2011). Additionally, to ensure consumer value co-creation it is necessary a dialogue between the provider and the consumer, to give information to consumers, to perform collective risk assessment, and to maintain transparency (Prahalad & Ramaswamy, 2004a).

c) Finally, there is the **service logic** developed by Grönroos (Grönroos, 2008;2011;2013). According to this approach, value co-creation occurs when "the firm and the consumer act together in a merged, coordinated, dialogical and interactive process, that creates value for the customer, and for the firm as well" (Grönroos, 2012, p.1522). In the service logic, the role of the supplier is to be value facilitator by providing the consumers a basis for value creation in the form of resources. Nevertheless, companies can be value co-creators if during the value creation process they have direct involvement in interactions with customers. Grönroos highlights that co-creation is only able to occur when there is a direct/personal collaboration among the co-creating parties. If not, the supplier acts merely as value facilitator, since value is only created by the consumer (Grönroos, 2008).

Summing up, these three approaches offer slightly different perspectives on the role of managers and consumers in the co-creation process, however, they all agree on the importance of a collaborative work. Consequently, it is necessary to narrow the definition for a more accurate identification of the value co-creation. In this work, we assume there is brand co-creation when managers and consumers collaborate to create value for both sides out of intrinsic motivation to improve the brand. Grönroos' approach of value co-creation was chosen as a starting point for this research.

Based on the literature review above and on more recent research (da Silveira & Simões, 2017), the following foundational premises are required to ensure co-creation: "(1) consumer should participate in the process of value creation; (2) the co-created "object" must affect the consumers' identity and personal lives; (3) consumer involvement in dialogue with the firm;

(4) information – i.e. the firm should ensure access to information to consumers; (5) collective acceptation of the risks (intrinsic to the co-created "object") and (6) evidence of direct interaction between suppliers and consumers."

2.2. Co-creation in the Telecommunication Industry

The telecommunications sector continues to be a critical force for growth, innovation, and disruption across multiple industries (Deloitte, 2018). Regarding mobile operators, this industry has reached hyper-competition levels, making the competition cycles move extremely fast. Telecom operators continuously attempt to figure out how to acquire new subscribers and how to retain them, which might be the reason for the constant changes and disequilibrium in this industry. Understanding what is important for consumers is crucial to minimise subscriber's switching behaviour (churn).

The relationship of "dependence" that young people have with their mobile phones reveals that there is a strong emotional involvement in this sector. As such, brands play a key role in this relationship and the choice of the mobile phone brand as well as the service provider are choices that increasingly impact status, identity, and sense of belonging. Observing this phenomenon, operators responded effectively to a new business opportunity, with Yorn pioneering the launch of an offer/tariff directed exclusively for young people in Portugal. It can be assumed that telecommunications companies have the opportunity to comply with one of the premises required to ensure co-creation: the co-created "object" must affect the consumers' identity and personal lives.

Nonetheless, when investigating how co-creation is being developed in the telecommunication sector, the information available is scarce. This can be justified by the paradox of telecom value creation: the value is migrating where content and communities are (Netflix for instance), yet, companies like Netflix rely on telecommunications companies to operate. Additionally, telecom operators face regulatory scrutiny, pricing pressure and challenges to modernize the customer experience, factors that hinder the creation of value (BCG, 2016). As a result, and in order to find some information regarding co-creation in this sector, several companies were analysed individually.

One of these companies was Vodafone, the world's largest operator in telecommunication sector until 2002 and currently the second largest, behind China Mobile Communications Corporation. At Vodafone people believe that "innovation happens when we think differently, ask difficult questions, and challenge conventional wisdom - and it's the way we like to work and innovate here" (Vodafone, 2018). In order to achieve success, Vodafone uses a customer-centric approach to innovate, based on co-creation with key customers, "new ideas and products all begin with a conversation" (Vodafone, 2018). The company is committed to co-create by taking into consideration all the concerns of its consumers with the purpose of developing the best solutions (Appendix 1).

Analogously, AT&T, the second largest telecommunication company in the US, created AT&T Foundry, which consists in innovation centres, to embrace transformation regarding technology. These innovation centres were created to connect people with technology and to become first movers. The company tries to look for opportunities to develop a collaborative environment that fosters innovation. AT&T believes that it could help the company to stay on the cutting-edge, by creating faster than ever (Elbaz, 2018).

A huge success story of co-creation comes from Deutsche Telekom, the largest telecommunication company in Germany. This company drives co-creation and customer engagement through a community. More specifically, Telekom offers a platform for customers to exchange questions and share experiences, regarding Deutsche Telekom products/services, with the community content being mainly user generated. As the information phase is the first step in the customer decision journey, the community is key. The goal of this community is to generate future services ideas and have satisfied customers who can eventually be converted into brand ambassadors. In this community, gamification plays a huge role, with the most active members displaying badges in their profile. The more posts a member writes, the more badges they receive, the greater the rank he/she achieves within the community. These awards provide motivation to be an active part of this community (Lithium, 2018).

The previous analyses of some initiatives of other telecommunications companies, lead to the formulation of several hypotheses: (1) consumers clarifying other consumers is a sustainable system; (2) gamification models work; (3) brand recognition status is sufficient to engage consumers.

2.2.1. Yorn

Yorn means Young ORiginal Network and it is a telecommunication brand created in 2000 by Vodafone Portugal. It was intended for the younger generations (teenagers and young adults) and it is known for “crazy” and original promotions, offers, and irreverent image. Vodafone was the first operator in Portugal that created a disruptive offer for young people. Yorn has undergone considerable changes since its foundation in order to maintain competitiveness and remain attractive for consumers. Nowadays, the brand offers five different tariffs to consumers between 0-25 years old or older people that are currently studying.

The brand is known for best experience of voice and mobile internet; calls and sms for all the operators; amount of apps included in the tariff that allows the use without spending mobile data plafond; only brand that offers a music premium subscription, and finally, the Yorn Shake It (Yorn, 2018). Yorn also provides several discounts at: *Cabify*; *DriveNow*; *UCI Cinemas*; *Domino's*; *Subway*.

2.2.2. Consumer Engagement Initiatives at Yorn

As previously mentioned, Yorn constantly maintains a series of different initiatives in order to maintain the brand competitive, attractive, and relevant for consumers (Appendix 2).

Yorn Shake it: the most recent success of Yorn (Internal information, 2018). Consumers receive "shakes" that can be used to win cards, which in turn give access to prizes. Shakes are automatically assigned to consumers when they charge the mobile phone with money, in the weekly debit of the tariff, by inviting friends to play, and by exchanging repeated cards. Despite being originally conceived in order to increase retention, the game has also contributed to an increase in the number adhesions. This game has generated a large community of engaged consumers, with the Yorn Shake It Facebook page currently having over eleven thousand followers.

Yorn Tubers: the first fully digital talent show to find out the next YouTube star in Portugal. The program challenges candidates with several weekly challenges, which are decisive for the choice of the new national Youtuber. This program is broadcasted on YouTube, given the brand believes this is the channel the target consumers uses the most (Managers Interviews, 2018).

Yorn Dancers: Yorn and *Jazzy Dance Studios* created the *Yorn Dancers* #SchoolEdition, a national interschool dance competition that challenges students to create a crew and try to win the title of Best School Dancer!

Festivals and Events: Yorn participates in several events such as Motel X, Paredes de Coura festival, Rock in Rio. In these events, Yorn usually has a placeholder for the brand where a series of dynamics to interact with consumers are proposed.

Future job finder: a tool that enables the identification of capabilities and suggests career opportunities for each consumer in the digital sector, according to the results of a series of psychometric tests. In the end, through a simple test, consumers can find out which functions best match their interests and competencies.

Roadshow: Yorn runs a roadshow twice a year with commercial teams across universities and schools to increase adhesions and contact with young people.

MicroCurtas: Yorn challenges consumers to shoot a short film of terror with selected works being up for vote and the winner being announced during the MotelX festival.

Focus groups: Yorn resorts to focus groups when there is the intention of launching a new concept and consumers should be consulted in order to ensure a greater success. The last focus groups brought together the biggest players of Shake It to understand consumers' expectations regarding the game.

3. ADDRESSING THE WORK PROJECT TOPIC

3.1. Methodology

In order to address the Work Project objectives, the research methodology developed for this thesis was a qualitative study, based on primary data collection.

3.1.1. Qualitative Research

To understand whether and how Yorn is engaged in co-creation, a qualitative research seems the most appropriate methodology (Saunders, Lewis and Thornhill, 2016), as co-creation is a complex approach that develops over time. The qualitative research allows to address particular questions/topics to gain more in-depth insights. The aim of the research was to gain relevant consumers and managers insights on co-creation at Yorn.

3.1.2. Retrospective approach

For this thesis, a retrospective approach was pursued, to tackle the longitudinal aspect of the research. Studying the events connected to co-creation at Yorn, asking participants to recall their experience as consumers since the beginning of their journey with the brand. A longitudinal study analyses "the same case at two or more different points in time" (Yin, 2009, p.49). As Mohr pointed out, this research intends to look at "an end point whose existence connotes the occurrence of certain prior events" (Mohr, 1992, p.59). The work aims to demonstrate "how some event has occurred in a particular case" (House, 1991). It is important to notice that time can be captured through real time analysis and through retrospection, since causation is demonstrated in the longitudinal research (Miles & Huberman, 1994). The later event implies the preceding ones, being a retrospective approach the most appropriate.

3.1.3. Research Tools – Interviews

In-depth semi-structured interviews were conducted, since this method is considered the most appropriate research tool for exploratory research (Saunders, Lewis and Thornhill, 2016). The interviews were semi-structured, having a set of introductory questions as a starting point followed by topics to be analysed during the conversation (see interview guides in Appendixes 4 and 5). This structure permits flexibility and adaptation concerning the information that is being reported. The in-depth semi-structured interviews allow the explanation of emerging insights (Gillham, 2005).

3.1.4. Population and Sampling of the Studies

Our literature review (Section 2.1) leads to select the two main stakeholders involved in the co-creation process: managers (Y)[1] and consumers (C)[2]. To be able to extract valuable insights, it was conducted two studies, one with consumers identified as engaged with the brand[3] and the other with Yorn managers. For study I, 23 interviews were conducted with Yorn consumers. These respondents were pre-selected according to their engagement with the brand (Appendix 3), based on an array of preliminary filter criteria, namely: being a Yorn consumer, having had, at least, one contact with the brand, and availability to be interviewed. Interviews were conducted to understand how consumers perceive their engagement with Yorn. The sample is composed mostly with university students from Lisbon, with an age comprised between 18 and 22 years old[4]. Regarding study II, 7 interviews were conducted to Yorn team. The purpose of these interviews was to explore if the team perceives Yorn as a co-creating

[1] Y indicates if the following quotes come from Yorn managers, following by the managers' gender and age.
[2] C indicates if the following quotes come from consumers, following by the consumers' gender and age.
[3] According to the definition of "engagement" provided in section 2.1 b) (Literature Review)
[4] In order to maintain a certain level of maturity to ensure ability to reflect on the covered topics

brand and how managers relate with customers. Both studies together provide relevant information for addressing the question whether Yorn can be considered a co-creating brand.

3.2. Main Research Insights

3.2.1. Consumers' Main Insights

a) Emotionally Involved *vs.* Not Emotionally Involved consumers

The research demonstrates that respondents consider telecom operators really important for the youth segment, since mobile phones without an operator cannot do much. However, there exists two segments of consumers, the Emotionally Involved and the Not Emotionally Involved consumers with Yorn. In the first segment, the Emotionally Involved consumers (A) believe Yorn is important for their lives. These respondents identify themselves with Yorn, not considering the use of other telecommunication brand.

"*for me only Vodafone is important*" (C, F, 20)
"*Vodafone is important for me, I did not see myself living with another operator*" (C, F, 22)
"*Since I have never tried the others, Yorn is important for my life*" (C, M, 20)
"*As I have always been Vodafone, for me it is strange not to be, it is strange to change to another operator that I don't know nothing about*" (C, F, 21)

The second segment, Not Emotionally Involved consumers (B), reveals to have exclusively a functional relationship with Yorn. Not giving relevance to the brand itself, being only important for them having one operator. Moreover, some of the Not Emotionally Involved consumers mentioned that they believe in the future it will be possible to have Wi-Fi everywhere, and therefore, the important role of the operators will evaporate.

"*For me any operator would be important, I really like Yorn, but if another worked equally well, I would live well, there is not the Yorn factor that matters to me*" (C, F, 22)
"*For me, Yorn is not important, I just need one operator, nobody looks at anyone for the tariffs they have*" (C, M, 22)

b) Confusion between Vodafone and Yorn

The majority of the interviewed consumers have always been Vodafone. So, belonging to Vodafone is already something that is normal in these consumers' minds. Revealing a strong loyalty to the company. Also, this might be the reason for the majority of respondents refer to

Yorn as Vodafone. In several cases it was mentioned that they had not realized that Yorn was a brand, they thought it was just the name of a Vodafone tariff. Reflecting already a barrier to value co-creation. Since, consumers do not identify themselves with the commercial brand, but with the corporate brand. The fact that respondents refer to Yorn as Vodafone is transversal to both segments.

"*Yorn is a brand? I did not have realize that*" (C, M, 20)
"*I did not know that Yorn was a brand*" (C, M, 22)

c) Reasons to have chosen Yorn

Consumers joined Yorn in two different periods of time. The first group joined Yorn because they wanted to belong to the Yorn community. Yorn was pioneer in 2008, when created a tariff where people did not have to pay to communicate inside the Yorn community. This was, at that time, a disruptive phenomenon. If deeply analysed, this community was not created because people wanted to be Yorn, but because people wanted to belong to the community where they would spend less money as possible. Consequently, the community grown up, and the sense of belonging and the pride of being part of the brand, also increased. The respondents who joined Yorn during that period mentioned community as the main reason.

"everyone was Yorn and as we did not have to pay for 91's [Yorn "prefixe"] it was crucial to be Yorn" (C, F, 21)
"formerly, because it was the only pack I could be because I wanted to be Vodafone. It was the cheapest tariff, which included more things for a young, minutes, sms, and a good pack of internets" (C, F, 22)
"because I wanted to talk to everyone who was 91[Yorn "prefixe"]. Yorn was the one that had the cheapest tariff" (C, F, 18)

Regarding the second group, they have joined Yorn later, when the community phenomenon was not so active. Following Yorn's success, all operators in Portugal created a specific tariff for young people. However, in this new tariffs consumers do not have to pay to communicate outside their operators. So, the competitive advantage of Yorn, disappeared. For the respondents who joined Yorn later, they mentioned as reasons to choose Yorn: price, best network, best partnerships and the amount of internet plafond included in the tariff.

"*cinema promotions, restaurant discounts, good internet package, premium music service offer*" (C, M, 22)
"because I wanted to be Vodafone, to be able to use the applications that I like the most without spending internet, many gigas and reasonable price" (C, M, 22)

It was not possible to identify a correlation between the period of time that respondents entered at Yorn with the segment to which they belong.

d) Reasons to stay at Yorn and not to switch

Respondents presented the following reasons: Best network, best partnerships, Yorn Shake It, unlimited internet for selected apps and the price to continue at Yorn.

"in college I was always switching operator, to receive free months. Now that I have tried all, Yorn is definitely the one that offers the best service. I really like to play Shake It! I like the partnerships! and Spotify offer made me not want to switch" (C, F, 22)

However, when questioned why respondents do not switch to other brand, three main reasons were identified. The first reason is that respondents believe all operators sell a very similar service and therefore it is not worth changing, revealing a conformism/comfortable situation. These respondents are all from segment B, the Not Emotionally Involved consumers with Yorn.

"*all offers are more or less the same, and I did not feel the need to change*" (C, M, 20)
"*not want to do portability (too boring), the differences for the competition are residual and I will not switch to another to pay the same"* (C, M, 22)

The second reason stated is that respondents like the brand and do not want to belong to another. These respondents are all from segment A, the Emotionally Involved consumers. Lastly, the third reason is that respondents are so satisfied with Yorn that they do not feel the necessity to switch. These respondents are from both segment A and B.

"*I just do not change because yorn is the one I like the most*" (C, F, 20)
"*I never had problems, they never bothered me. For the lifestyle that I take, Yorn is perfect*" (C, M, 22)

Moreover, in order to understand until what point respondents prefer Yorn, it was questioned, "*if other operator offered you three months for free would you change?*". The huge majority stated that they would not accept this offer. Some respondents from segment B demonstrated willingness for switching if the offer was more than free months, and even a smaller number of respondents automatically declared that they would accept this promotion.

"*I would not change for months free, I do not like being MEO nor NOS, I just like being Vodafone*" (C, F, 20)
"*they had to offer me at least 1 year for free with exactly the same conditions for me to change*" (C, M, 22)
"*I already received six months for free at NOS and when it finished I came back as soon as possible to Vodafone*" (C, F 22)
"*if they offered me free months in another and then the service was similar I would be able to change, but of course they had to be the ones coming to me*" (C, M, 22)

Wrapping up, respondents stated price and quality of the service as the reasons to continue at Yorn. Also, when questioned why respondents do not switch operator the two segments react in different ways. Segment A state that they like the brand and are satisfied, whereas segment B considers all operators similar, being in a conformism/comfortable situation. Concerning the free months offer only a small part of segment B would accept this promotion and it can be inferred that there is a solid group of consumers that neither with the free months offer from other operator would make them switch.

e) Engagement perspective from consumers

In order to study consumers' engagement with Yorn, it was asked respondents to recall moments of contact with the brand. The majority of the reminded contacts were through calling customer support or heading to physical store. Therefore, it can be induced that the majority of the contacts originate in dissatisfaction. Respondents described these interactions as a simple/functional answer to a problem that made them contact the brand, not demonstrating importance to these interactions. The remaining respondents mentioned contact through promotional actions in their universities/schools, in Rock in Rio, or even in brand pastimes. These respondents were not looking for contact, they were surprised by the brand, learning more about Yorn, and reveal giving some importance to these interactions.

"*this interaction was important for me, in the sense that they have showed to me an additional service of my tariff that I didn't know*" (C, M, 22)

Moreover, other important insight retrieved was that, all respondents agree that when they detect a possible mistake in their tariffs, they immediately contact the brand operator. In contrast, when it was asked if they already had given any feedback or contact the brand with other purpose that was not complaining, everyone denied. Being transversal for both segments, consumers do not feel that it exists openness from the brand to share their opinions, not existing any mechanisms to be heard.

"*I do not feel there exist any opening of the brand to receive feedback*" (C, F, 22)
"*I believe that Yorn is interested in all the feedbacks that consumers can give, but at the same* time *had to be the brand to come try to get my feedback and not I freely give it"* (C, F, 22)
"*I do not feel that they hear me, not that they do not want to, but because they never did*" (C, F, 20)

Furthermore, we studied the impact of Yorn Shake It in consumers, as the brand claimed that this game has increased consumers' engagement with Yorn. The respondents, who play the game, declared that they really like the game. However, when asked if Yorn Shake It could be a reason for not switching, the majority of the sample denied. Only few respondents said that they feel that the game can somehow retain them. And even less respondents stated that the game is not a reason for not changing, but for sure it will help. Nevertheless, all respondents believe that Yorn Shake It is a differentiator factor when compared to other operators. It is important to notice that the majority of the respondents that believe that the game can retain them are from segment A.

"yes, but I think it does not reach the level of being a reason to stay. If other brand offered me better conditions, it would not be the game making me to stay" (C, M, 20)
"yes, I like the game, it was a really good idea of Yorn. I feel that the game can somehow hold me back, if other brand offered the same tariff but a bit cheaper, without the game, I probably would not change" (C, M, 22)
"*I do not think the game is the main reason to stay at Yorn, but when compared to other operators, they all offer the same things, so shake it is a differentiating factor. The truth is that the game is fun*" (C, F, 22)

Besides, the research reveals that respondents recommend Yorn to a friend, when requested. Though, only few respondents feel contributing for Yorn's success, by freely promoting the brand. Consequently, the majority of the respondents do not feel contributing for the brand prosperity, being this factor transversal for both segments.

"*If someone ask me about the brand, I say well, but of own initiative not*" (C, F, 21)
"*I disclose the brand and tell my friends that my tariff is better than theirs*" (C, M, 20)

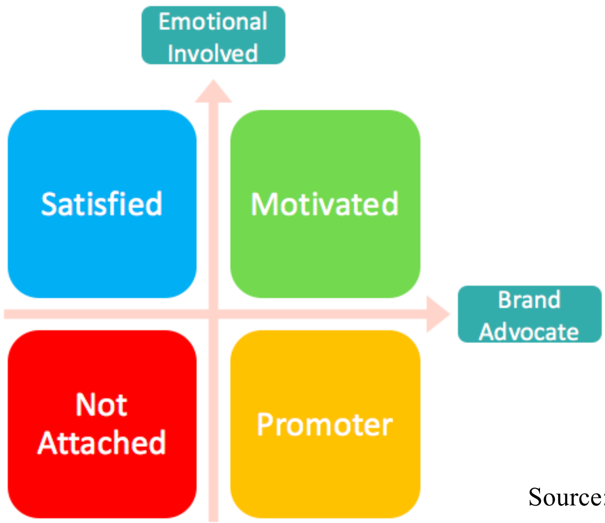
On the other hand, Yorn Shake It players mentioned that with the game they started promoting more the brand by talking about the game. In their daily basis, they ask other people if they play Yorn Shake It, in order to find consumers to exchange cards.

"*Yorn does not offer anything custom, that is, it does not have a personalized segment. In this sense I do not add any value, but nowadays I feel that I promote the brand a lot, I speak a lot about Yorn and when I do that, I always mention that I am loyal to the brand*" (C, M, 22)

f) Personas

Joining the two identified consumers' segments with the previous insights, it was possible to group respondents in four categories: the *Motivated*, the *Satisfied*, the *Promoter* and the *Not Attached* consumers.

Figure 1.1.- consumers' segmentation according to research and primary data collection



Source: Work Project's author

These categories were constructed based on the relevance of Yorn to consumers (segments A and B) and the sense of contribution to the brand success. The previous insights were chosen based on their relevance for co-creation to occur. Combining both drivers we get the scheme in Figure 1.1. Being *Motivated* consumers from segment A, Emotionally Involved consumers, and at the same time brand promoters by intrinsic will. The *Satisfied* consumers belong to segment A, but, they do not promote Yorn, only when requested. The *Promoter* consumers belong to segment B, being Not Emotionally Involved consumers. These consumers do not reveal any emotionally relationship with Yorn, but, they freely advocate the brand service features. Finally, the *Not Attached* consumers do not have any emotional relation with Yorn, not giving any relevance to the brand, belonging to segment B, and do not promote the brand.

3.2.2. Managers' Main Insights

a) Yorn managers believe having a direct contact with consumers

Yorn managers consider having a very direct relationship with consumers, arguing having a more informal way to communicate, intending to move towards the interests of millennials. The relation with consumers has been developed over the years, by creating different ways to communicate and revitalize this relationship. For many years, as mentioned in consumers' insights, Yorn had a very close relationship with consumers due to the tribe factor. Nowadays, the team has evolved to keep up with the new generations. According to the managers, the irreverence has been lost and now the brand speaks to conscious young people.

Additionally, the research suggests that Yorn managers consider having a very direct answer to customers' problems. Due to ease of communication, customers are much faster to react. Yorn consumers in general, have a great ability to use social networks and know how to claim/demand what they deserve. Managers have direct contact capabilities, by having team resources fully dedicated to solve customers' problems. This allows the brand to respond in real time to the identified problems and trying to solve it promptly, minimizing/avoiding the impact in other customers. It is known that consumers tend to show more their voice when they are unsatisfied than when everything is perfect. One Yorn manager added:

"*you will not be able to hear positive feedbacks directly, however with a careful analysis you can reach indirect feedbacks*" (Y, M, 30).

Finally, the team mentioned the numerous initiatives/partnerships developed by the brand to engage with consumers to prove this direct contact. Managers recognise that their connection with consumers for whom everything is fine is less visible and not so direct. Nevertheless, they believe everything that they do, like Yorn Shake It, partnerships, YornTubers, are a way to touch these customers. The idea is to make them feel that Yorn cares about them. Yet, for these customers the relationship is just one way. Managers admit that this is not enough for customers to become brand promoters. Wrapping up, the team believes having a direct contact with consumers through a more informal way to communicate, a very direct answer to consumers' problems and the development of numerous initiatives.

"*Yorn had always had a very direct relationship with the customers that ended up being imitated by the competition. In recent years the relationship of consumers with the telecommunication brands is becoming very functional, and it is very difficult to develop the emotional relationship. Our challenge is to improve this relationship, for customer to feel that the brand is much more than a tariff*" (Y, M, 38)

b) Consumers participation is not requested in the ideation phase

Yorn managers consider integrating consumers in its brand strategy, by making market studies about the target through calls, surveys and focus groups. The team recognises these studies as great tools to understand target needs. One manager stated:

"*consumers have always been very integrated, actually Yorn was born totally from a very strong connection with potential consumers*" (Y, M, 38).

In addition, managers agree that new service developments come always from consumers. Even if the insight comes from the fact that consumers have a functional relation with Yorn. Actually, Yorn Shake It is an example. For the specific game, the team did not use consumers' insights to find the best format, but the game was not released without first being tested. Even today, whenever the team creates a new edition of the game, it is always tested through focus groups. At Yorn, consumers are used to understand the target needs and then they are only requested to test the solutions, being never invited in the ideation phase. Consequently, managers shape the context and then develop conditions for consumers to get involved. Only when the idea is already on the market, the brand creates conditions for consumers to involve themselves. One marketing analysts said:

"*we have a set of ideas, and we use focus groups to confirm the way forward"* (Y, M, 30).

The head of the team added that for the creation of a product in the telecommunication sector, he believes that it is not so good to use consumers' insights. The technological part is quite complex and sometimes the ideas cannot even be realized. Additionally, the team wants to be the one launching trends, always being developing studies to anticipate possible changes, not waiting for customer insights.

The same happens with Yorn partnerships/initiatives. Managers work in two different ways: they decide the partnerships/initiatives and then they create conditions for consumers to engage or they perceive the partnerships/initiatives that consumers want. With more emphasis in the first strategy, the team believes that in a general way the brand knows what a youngster wants and tries to offer that. Therefore, managers again shape the context, not requesting consumers' participation in the development process.

"*If you fall into the temptation to try to know one by one what they want, you will never be able to get any answer*" (Y, M, 30)

Yet, in the qualitative and quantitative studies that the brand does, it is asked if the customer knows and values the current partnerships/initiatives and what they would like to have. Actually, some partnerships/initiatives have already been made based on these responses and others have been given less importance because managers saw that they were not so valued.

To summarise, Yorn team through market studies tries to identify target needs and anticipate trends. However, in a general way, managers are the creators, requesting consumers only to test final ideas, and then develop mechanisms to communicate and engage with consumers.

c) Community feeling

Yorn managers recognise that telecommunications services have become almost as necessary as electricity (Y, M, 38). Young people do not live anymore without mobile communications. These services are crucial to them to stay always connected. Nevertheless, the team believes that the operator/brand itself does not matter to the target, for them all the brands in this segment (youth), sell more or less the same. Being brand X or Y, just in terms of brand, isolating everything else, makes small difference. Consequently, the community/brand-ownership effect is shrinking. What matters to consumers is the service itself, not necessarily the brand. The customer begins to see Yorn more as a service and less as a brand that cares about them.

"*You can do a lot with the brand, but as much as they admire the brand I do not think that if there is a lower price in the competitor they do not change. In the bottom line what they want is to have communications at the lowest price and this worth more than brand loyalty*" (Y, M, 38)

Moreover, the team considers that consumers do not promote/defend the brand spontaneously, only when requested, not having much loyalty in this sector. Even with different access like website, Facebook, Instagram, stores, agents, branding events, My Vodafone app, managers do not receive directly feedbacks from customers as mentioned before. The team understands the importance of having a community effect, a customer base that has an emotional relationship with the brand and promotes it. Managers are working for consumers could be proud to say that they are Yorn. Getting back to the community feeling, it will be very difficult but possible, and will require huge investments and consistency strategy (Y, M, 38). Actually, the creation of the Yorn Shake It, had as objective developing too the Yorn community. One marketing analyst added:

"*we are working to have this identification with the brand, but I do not know if the path we are taking is the right one*" (Y, M, 30).

Notwithstanding, Yorn managers consider better service as the path for success. The team recognises the power of having a community but, they are certain that quality of the service provided is the key for success. Consequently, managers highly invest in the improvement of the service. One marketing analysts declared:

"*But it will not be the feeling of community that will define the leader. I think it's about the quality of the service and the quality of the interaction with the customer (experience). But even with several years of better service, we have been stepping back. Only when the price war ends will there be room for more identification*" (Y, M, 30).

To recapitulate, managers believe that brands in this sector do not matter to consumers. Yorn team is working to change the current scenario, by developing a community effect, not forgetting that quality is the secret for success.

d) Initiatives from other telecommunication companies

The team recognises that there is more push for the customer than pulling information for Yorn, believing that it exists room for customers to have empowerment, increasing their voice. Thus, the hypotheses formulated in section 2.2. were tested during the interviews. The research suggests that managers believe in the power of being consumers clarifying others. Regarding having a platform where customers can exchange questions and share experiences, the team is concerned that it could nourish the negative dimensions (complains) rather the positive. Or, it can have the perverse effect, by having consumers sharing false experiences, just for displaying badges. Moreover, the team is reluctant if they would have enough consumers wanting to promote Yorn. Additionally, consumers' engagement in similar initiatives are linked to the award of prizes, Yorn managers believe that in Portugal would not be enough the pleasure of receiving badges. Finally, the research suggests that gamification models produce positive results, especially in this segment.

"when one customer clarifies another, this clarification has much more impact on the customer's life. If everyone likes it, we feel almost obliged to like it. If Yorn managed to create a platform to find brand ambassadors and it became fashionable to like the brand, everyone would like it. If they see others liking it, they'll almost make themselves like it too." (Y, M, 30)

4. DISCUSSION

The final goals of this research was to understand if Yorn is co-creating with consumers and what Yorn should do to enhance co-creation. Regarding the first part of the research question, according to the chosen definition of value co-creation, Yorn cannot be considered a co-creating brand. Starting with the analysis of the required fundamental premises to ensure co-creation (pag.5):

(1) consumer should participate in the process of value creation: this premise is not fulfilled since Yorn develops the concept, only requesting consumers to test final ideas, followed by the development of the necessary mechanisms to engage with consumers *(Section 3.2.2. b))*.

(2) the co-created "object" must affect the consumers' identity and personal lives: although managers consider that telecommunications brands have no impact in consumers' lives *(Section 3.2.2. c)),* this premise is valid for segment A, for whom Yorn reveals to be important. Still, the same premise is not valid for segment B, who reveals to have a functional relationship with Yorn *(Section 3.2.1. a))*. Moreover, the confusion between Vodafone and Yorn is causing consumers' identification with the corporate brand and not with the commercial brand *(Section 3.2.1. b))*.

(3) consumer involvement in dialogue with the firm: perspectives differ regarding this premise. On one hand, consumers from both segments do not feel that their opinion is relevant for the brand, nor that exists mechanisms to share their insights *(Section 3.2.1. e))*. On the other hand, managers believe having a great dialogue with consumes, having a more informal way to communicate, a fully dedicated team do handle consumers' problems and developing numerous partnerships/initiatives to be relevant for the target *(Section 3.2.2. a))*.

(4) the firm should ensure access to information to consumers: this premise is not fulfilled since Yorn does not share inside information to any specific group of consumers.

(5) collective acceptation of the risks: segment B is not accepting any risk. Whereas, segment A is taking a moderate risk, since they are not involved in the brand management but, at the same time, they identify themselves with the brand.

(6) evidence of direct interaction between suppliers and consumers: Yorn has many direct interactions with consumers through focus groups, social networks, Yorn Shake It, promotional actions and stores *(Section 3.2.2. a))*. Still, these interactions start always from the brand and the majority of the recalled interactions of respondents with Yorn come from dissatisfaction *(Section 3.2.1. e))*.

We infer from this analysis, that Yorn is developing co-creation of experience (see section 2.1. b)) and not co-creation of value according to Prahalad & Ramaswamy. Since, consumers are engaged with Yorn, but the engagement is company-driven, not being in a reciprocal dialogue with Yorn to create value. Concerning the second part of the research question, the main objective was to explore what Yorn should do to enhance co-creation. Although Yorn is not developing co-creation of value, the brand meets favourable conditions to develop it. This can be grounded through insights retrieved in both studies.

From consumers' interviews it can be inferred that they have an history at Vodafone being all loyal customers. Moreover, what matters to them the most is the quality of the service and they all agree that Yorn is the service provider brand with the best service. Finally, there exists emotionally involved consumers with Yorn and consumers who believe contributing for the success of the brand by freely promoting it.

From managers' interviews, it can be induced that Yorn team makes huge efforts to maintain the brand innovative and relevant for the target. Managers invest in the relationship with consumers, being engagement one of the crucial factors for co-creation to occur. By having a different way to communicate, a team dedicated to solve consumers' problems, developed numerous initiatives/partnerships and created different access points of contact to be close as possible to the target. Regarding the integration of consumers, Yorn already resorts on consumers to understand target needs and to test ideas. Furthermore, the entire team recognises the importance of developing a community and they already start developing it with Yorn Shake It. Finally, the team believes there is room for giving consumers empowerment.

5. RECOMMENDATIONS TO YORN

Based on the previous insights, the following recommendations were designed for Yorn to evolve from co-creation of experience to co-creation of value. The main purpose of this section is to generate a mechanism for managers to be able to co-create with consumers. Related to the Deutsche Telekom success story, Yorn should implement a similar system adapted to the Portuguese reality and to the brand itself. Firstly, Yorn should create a platform for consumers to share questions and experiences (see Appendix 8). This system will generate new features ideas and brand ambassadors, consumers that gain so much knowledge about the brand that are able to co-create value with Yorn. For ambassadors to feel more the community spirit and desire/motivation to belong to this selected group of consumers, managers should create incentives: (1) ambassadors should be invited time to time to talk about their needs and help Yorn developing new features; (2) should be requested to vote on new service features and functions suggested by them; (3) when a new update comes out, ambassadors should be able to give suggestions and provide solution for eventual problems; (4) must participate in conferences and try new features in advance; (5) in the development of new initiatives/partnerships, ambassadors should help Yorn finding the best solutions/formats to continue relevant for the target; (6) finally, as the majority of Yorn consumers are students above 25 years old, Yorn should be able to eventually recruiting some of the best ambassadors for an internship or even as a full-time staff.

Relating the implementation of this platform with the consumers' segmentation matrix developed in this work project, the first step will be identifying a group of *Motivated* consumers *(Section 3.2.1. f))*. This group should be invited to compose the first ambassadors of the brand. In the beginning it is expected that only ambassadors will help other consumers addressing their issues in the platform. However, in this platform gamification will play a huge role, the most engaged members will start be considered ambassadors too, based on their contribution to the platform. Consequently, it is anticipated that other consumers will start joining. Concerning *Satisfied* consumers, it is estimated that they quickly joining the community, as they already feel that Yorn is important for them and with this platform they can easily start becoming promoters. The same is predicted to happen to *Promoter* consumers, as they already advocate the brand and with this platform they can begin to strongly feel involved with Yorn.

To conclude, Yorn would be able to drive co-creation of value and consumer engagement through the implementation of this platform (community). The platform will be used to share questions and experiences, that could generate new ideas and Ambassadors. The desire of become an Ambassador, by receiving all the incentives from the brand, will provide motivation to belong to Yorn community. The co-creation of value would be possible since ambassadors would be requested by the brand to help during the entire value creation process.

6. MAIN WORK PROJECT LIMITATIONS

(1) Our research meets the usual limitations of a qualitative research methodology (e.g. sample size). However, taking into account the topic it would have been impossible to address the work project objective by using only a quantitative research. Further research, if possible, should develop a quantitative research to test the conclusions drawn. (2) Interviewed consumers are manly university students from Lisbon within the same range of ages, being the sample not representative or diversified. This constitutes a limitation since brand relationship with consumers greatly varies from district to district. Consequently, consumers' opinions/ impressions/sentiments may differ. (3) The respondents are not the customers identified by the brand as the most engaged. (4) Even with the opportunity of interviewing the entire Yorn team, the fact that the brand belongs to a multinational with headquarters in UK, makes decisions not being only dependent on the team, having to be approved and conditioned by the success of the entire company.

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A Work project, presented as part of the requirements for the Award of a Master Degree in Management from the Nova – School of Business and Economics

Co-creation within the context of a telecommunication brand: Is Yorn perceived as a co-creating brand and what should Yorn do to enhance co-creation?

Appendices

Beatriz Graça Gonçalves

Student number: 3800

A Project carried out on the international Master of Sc in Management Program, under the supervision of: Professor Catherine da Silveira

Lisbon 4th of January of 2019

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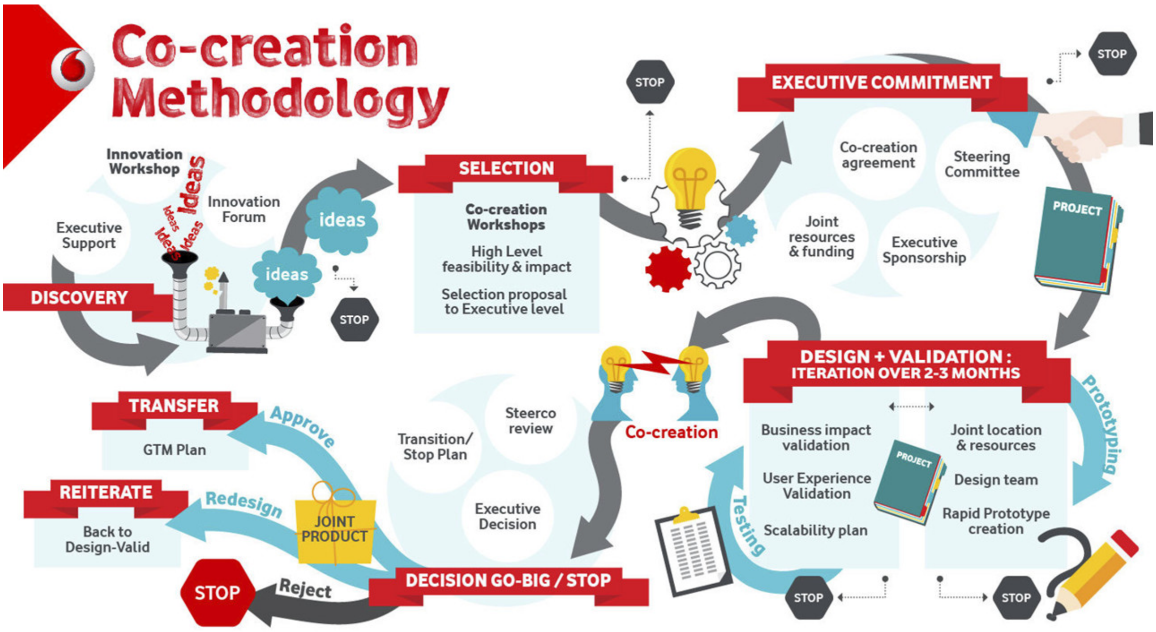
Appendix 1 – Co-creation Methodology at Vodafone



Reference: Co-creation Methodology [Digital Image]

Retrieved from: https://medium.com/@UNDP_/ing-social-impact-and-transformation-through-innovation-with-vodafone-s-shannon-lucas-e52d38a4131

Analysis: through this diagram, it can be observed that Vodafone only co-creates between the Prototyping/Testing ideas step and the Decision Go-Big/Stop step. This conception meets what was reached in this work project: Yorn is the creator, and only request on consumers to test the created solutions, never inviting consumers in the ideation phase.

Appendix 2 – Yorn Initiatives

Fig 1: Yorn Shake It

Fig 2: YornTubers

Fig 3: Yorn Dancers

Fig 4: Festivals and Events

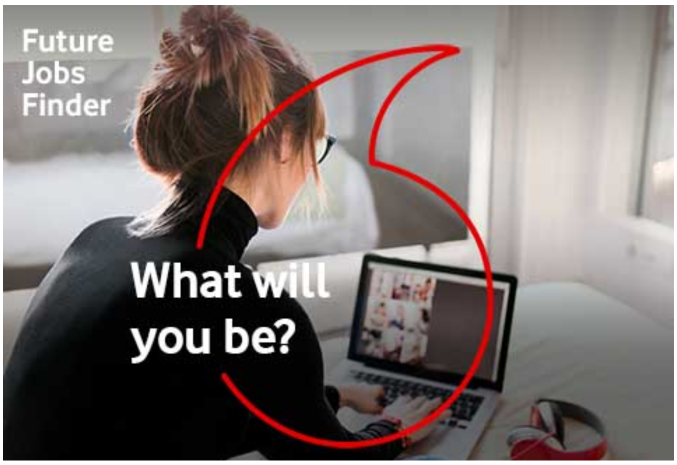


Fig 5: Future Job Finder

Fig 6: MicroCurtas

Appendix 3 – Pre-recruiting Questionnaire

Filter 1: From the following list, which operator do you have?

If Yorn: go to filter 2
If other: stop interview

Filter 2: Now focusing at Yorn. From the following list of possible interactions with the brand, please select the ones you already had:

Yorn Shake it:

- ☐ Played/play Yorn Shake it
- ☐ I have already received one of the prizes offered in this game
- ☐ I've already contacted Yorn to give feedback about the game or to be cleared about doubts

Roadshow:

- ☐ I've already been approached by Yorn at my school / college

Yorn Dancers:

- ☐ I've already participated in this challenge

Festivals and Events:

- ☐ I've already been in one promotional campaign from Yorn in any festival/event as for example: Rock in Rio, Paredes de Coura, Comic con, MotelX, etc.

Future job finder:

- ☐ I have already taken the test to discover my interests and skills

MicroCurtas:

- ☐ I've already participated in this challenge

Focus groups:

- ☐ I've already participated in one Focus Group created by Yorn

Yorn:

- ☐ I have already made a post on a Yorn social network (Instagram or Facebook)
- ☐ I have already contacted Yorn for some reason via email, website, mobile phone, etc.
- ☐ I have already shared something created by Yorn
- ☐ I have already spoken to someone who works at Yorn

Filter 3: Collect the respondents profile (age, nationality, education, occupation)

Age

- < 16 years' old
- 16-18 years' old
- 18-25 years' old
- >25 years' old

Occupation

- Studying
- Working
- Studying and working at the same time
- None of these choices

Appendix 4 – Interview Guide for Consumers

Warm-up Question
Hello! My name is Beatriz, and I'm currently a student at Nova SBE. For my master thesis, I'm conducting a research about telecommunications market, more specifically the youth segment. For this purpose, I would like to interview you for approximately 45/60 minutes, by means of a non-structured interview, which means that I will ask you one question, to which there are not right or wrong answers and you are free to say whatever comes to your mind on the subject. For the purpose of analysing our interviews later, I would like to record our conversation – would that be ok for you? The content of this interview will remain anonymous and you will not be further contacted once we conclude.

Initial Question
Why did you choose Yorn as your operator?

Topics to be developed

1. **First contact with the brand**
- Yorn was your first service provider, or you had another provider before
- Reasons to have chosen Yorn
- Moment
- Who/ What influenced you to choose Yorn
- Initial understanding and perception of Yorn

2. **Consumer Behavior**
- Reasons/motivations to stay Yorn
- Overall impression/perception about Yorn
- Yorn Shake it
- Reasons to not change to another service provider
- Free months offer
- More than one service provider at the same time

3. **Interaction of consumers with each others and with the brand**
- Reason/motivation to contact Yorn
- Description of interactions with Yorn
- Description of how Yorns answered to those interactions
- Reason for the importance of those interactions
- If issue/feedback how it was addressed
- Do you believe/feel that you actively contribute to the brand's success, by which means
- Do you recommend Yorn to your friends
- Belong to Yorn is important or not for his/her life

Profile: Collect the respondent profile (age, occupation, amount of years at Yorn)

Conclusion and Greetings
Is there anything else that has not been covered that you think may be relevant?
Thank you for taking some time from your busy schedule today. Have a nice day!

Appendix 5 – Interview Guide for Managers

Warm-up Question
Good morning/afternoon/evening. My name is Beatriz Gonçalves and I'm currently NOVA SBE student. For my thesis, I am conducting a research about how Yorn interacts with its consumers. For this purpose, I would like to interview you for approximately 45/60 minutes, by means of a non-structured interview, which means that I will ask you one question, to which there are not right or wrong answers and you are free to say whatever comes to your mind on the subject. For the purpose of analysing our interviews later, I would like to record our conversation – would that be ok for you? The content of this interview will remain anonymous and you will not be further contacted once we conclude.

Initial Question
Could you please tell me about your background, how did you join Yorn and your role at Yorn?

Topics to be developed

1. **Background**
- Academic Background
- Why Yorn
- Role at Yorn

2. **Relation with consumers**
- Connection of yorn with its consumers
- Integration of consumers in the:
    - Brand strategy
    - New service development
    - Promotional campaigns and initiatives
    - Problem Identification
    - Overcome issues

3. **The relevance of Yorn in the consumers' lives**

Profile: Collect the respondent profile (age, years of professional experience, years at Yorn, previous job/occupation, educational level)

Conclusion and Greetings
Is there anything else that has not been covered that you think may be relevant? Thank you for taking some time from your busy schedule today. Have a nice day!

Appendix 6 – Interview Codes Consumers

Interview Code	Category	Basic Information	Interview Details
Interviewee 1	Not attached	Age: 22 Gender: Female Occupation: Student Years at Yorn: 1	Date: 10-10-2018 Duration: 26 min
Interviewee 2	Satisfied	Age: 22 Gender: Occupation: Worker/Student Years at Yorn: 7	Date: 14-10-2018 Duration: 32 min
Interviewee 3	Not attached	Age: 22 Gender: Male Occupation: Worker/Student Years at Yorn: 3	Date: 14-10-2018 Duration: 28 min
Interviewee 4	Not attached	Age:22 Gender: Female Occupation: Student Years at Yorn: 7	Date: 13-10-2018 Duration: 39 min
Interviewee 5	Motivated	Age: 20 Gender: Male Occupation: Worker/Student Years at Yorn: 10	Date: 16-10-2018 Duration: 27 min
Interviewee 6	Motivated	Age: 18 Gender: Female Occupation: Worker/Student Years at Yorn: 7	Date: 16-10-2018 Duration:30 min
Interviewee 7	Motivated	Age: 20 Gender: Female Occupation: Worker/Student Years at Yorn: 6	Date: 16-10-2018 Duration: 27 min
Interviewee 8	Satisfied	Age: 22 Gender: Male Occupation: Worker/Student Years at Yorn: 4	Date: 16-10-2018 Duration: 26 min
Interviewee 9	Promoter	Age: 22 Gender: Female Occupation: Student Years at Yorn: 9	Date: 17-10-2018 Duration: 29 min
Interviewee 10	Not attached	Age: 22 Gender: Male Occupation: Worker Years at Yorn: 5	Date: 15-10-2018 Duration: 31 min
Interviewee 11	Satisfied	Age: 22 Gender: Male Occupation: Student Years at Yorn: 6	Date: 15-10-2018 Duration:28 min

Interviewee 12	Satisfied	Age: 22 Gender: Male Occupation: Student Years at Yorn: 4	Date: 17-10-2018 Duration: 27 min
Interviewee 13	Satisfied	Age: 21 Gender: Female Occupation: Student Years at Yorn: 6	Date: 18-10-2018 Duration: 28 min
Interviewee 14	Motivated	Age: 22 Gender: Female Occupation: Student Years at Yorn: 7	Date: 17-10-2018 Duration: 44 min
Interviewee 15	Not attached	Age: 22 Gender: Female Occupation: Student Years at Yorn: 7	Date: 13-10-2018 Duration: 25 min
Interviewee 16	Not attached	Age: 22 Gender: Male Occupation: Student Years at Yorn: 1 month	Date: 11-10-2018 Duration: 26 min
Interviewee 17	Promoter	Age:22 Gender: Male Occupation: Student Years at Yorn: 3	Date: 14-10-2018 Duration: 28 min
Interviewee 18	Promoter	Age: 21 Gender: Female Occupation: Worker Years at Yorn: 2	Date: 18-10-2018 Duration: 31 min
Interviewee 19	Not attached	Age: 22 Gender: Male Occupation: Student Years at Yorn: 7	Date: 19-10-2018 Duration: 26 min
Interviewee 20	Promoter	Age: 22 Gender: Male Occupation: Student Years at Yorn: 4	Date: 22-10-2018 Duration: 45 min
Interviewee 21	Not attached	Age:22 Gender: Female Occupation: Worker/Student Years at Yorn: 10	Date: 23-10-2018 Duration: 25 min
Interviewee 22	Promoter	Age: 22 Gender: Female Occupation: Student Years at Yorn: 10	Date: 24-10-2018 Duration: 29 min
Interviewee 23	Not attached	Age: 23 Gender: Male Occupation: Student Years at Yorn: 6	Date: 23-10-2018 Duration: 27 min

Appendix 7 – Interview Codes Managers

Interview Code	Category	Number of Years at Yorn	Interview Details
Manager 1	Intern	5 months	Date: 11-10-2018 Duration: 24 min
Manager 2	Marketing Assistant	3 months	Date: 12-10-2018 Duration: 17 min
Manager 3	Commercial Assistant	4 months	Date: 15-10-2018 Duration: 29 min
Manager 4	Marketing Manager: Pricing	6 months	Date: 15-10-2018 Duration: 41 min
Manager 5	Marketing Manager: Customer Acquisition	3 years	Date: 17-10-2018 Duration: 46 min
Manager 6	Head of Youth	12 years	Date: 18-10-2018 Duration: 35 min
Manager 7	Marketing Manager: Loyalty	4 years	Date: 24-10-2018 Duration: 38 min

Appendix 8 – Yorn Platform for Community Empowerment

Reference: Yornity [Digital Image]

Retrieved from: Work Project's author